



# Our strategy



# Contents

Introduction.....	5
A new approach to gambling regulation .....	6
What drives us.....	8
What we stand for.....	9
Transforming gambling regulation in Victoria.....	10

# We are a new, independent regulator with stronger powers and a sharper purpose

## **Victorians deserve a gambling industry that has integrity, is safe and fair.**

A 2021 Royal Commission into the Casino Operator and Licence exposed reprehensible conduct by the casino operator and drew out shocking stories of the personal ruin and devastation it wreaked.

To restore confidence in the sector, Victoria needed a regulator who could hold the casino and the broader gambling industry to account.

That's why we were created.

From 1 July 2022, we have stronger powers and a dedicated focus to regulate gambling.

And we won't shy away from using those powers.

From the casino to community raffles, we are holding gambling operators to account in the interests of a fair and safe industry.

We are cracking down on operators who break the law, act dishonestly and don't protect people from the devastating harm that gambling can cause. Not just to individuals, but to their families, friends and the whole community.

In fact, minimising harm is at the heart of all we do.

## Our purpose is to ensure integrity, safety and fairness for all

This is our call to action – what we want to achieve for Victorians. It's why we exist, and it guides how we work and the decisions we make.



### Integrity

We want Victorians to have confidence that the gambling industry is well regulated. That it's being run honestly, free from criminal influence and exploitation. And that we hold operators to account on both their legal and social licences to operate.



### Safety

We keep a close watch on gambling operators through a lens of monitoring and minimising gambling harm. We boldly apply and direct our powers to those who are not keeping people as safe as possible.



### Fairness

We will not allow people – especially those vulnerable to gambling harm – to be unfairly targeted, whether that's through addictive play features, uneven playing odds or high concentrations of gaming machines. And we want the community to be informed so they can make responsible choices.

## **A new approach to gambling regulation**

We have four main jobs to do. But how we approach them is new for Victoria.

Minimising harm is now embedded in each of our functions, and we are setting clear expectations of the gambling industry that go beyond their licence conditions and legal obligations.



## License and other approvals

We help applicants understand their obligations and our expectations.

We consult with stakeholders, and use and analyse intelligence, risk, data and other information to make decisions.

We give clear reasons for our decisions.

We work to reduce 'red tape'.



## Inform and educate

We help gambling operators meet these obligations and expectations by providing education, guidance and other resources.

We inform the wider community to help people make responsible decisions.



## Monitor and analyse

We closely watch the industry, and how able and willing gambling operators are to comply.

We analyse intelligence, data and other information to target our efforts to:

- detect non-compliance
- spot emerging issues that could impact the industry and harm the community.



## Enforce

The action we take is proportionate to the risks posed and harm caused by non-compliance.

We support those who do the right thing.

But we actively pursue and have zero tolerance for those who opportunistically or deliberately contravene their obligations and the law.

# What drives us

We are being ambitious in our first 3 years, but we are driven by the difference we can make for the community.

**By 2025 we want to be a regulator that's renowned for three things:**

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## Regulatory excellence

- Protecting people from being harmed by gambling
  - Ensuring a fairer gambling industry and better-informed consumers
  - Keeping the industry free from criminal influence and exploitation
  - Enabling and holding accountable those we regulate to deliver on both their legal and social licences with the community
  - Continuously improving gambling regulation
  - Making decisions that are grounded in independence from those we regulate and deep understanding of the gambling industry
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## An exceptional employee experience

- Enabling each person who works at VGCCC to derive a deep sense of purpose in their work, and in particular that they are making a meaningful contribution towards ensuring the integrity, safety and fairness of the gambling industry
  - Supporting wellbeing and psychological safety through an inclusive and values-driven culture
  - Encouraging career progression and providing clarity on the skills and capabilities needed to succeed
  - Delivering highly effective learning and development through on-the-job experiences, coaching, mentoring and formal learning
  - Ensuring people feel valued for their contribution
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## Our fit-for-purpose operating model

- Working together in cross-functional, multi-disciplinary teams, enabled through technology, data and intelligence to drive innovation, efficiency and effectiveness in our regulatory approach
  - Forming deep strategic relationships and alliances that turbo-charge our ability to achieve our purpose
  - Understanding and managing our risk in line with our risk appetite and in ways that optimise our performance
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# What we stand for

Our values reflect not only how we act, make decisions and behave – but also our shared beliefs.



# Transforming gambling regulation in Victoria

**This strategy outlines a multi-year transformation of gambling regulation to deliver an industry that has integrity, is safe and fair. It puts gambling operators on notice that we are watching, and that we will pursue those who fail to meet our expectations. It seeks to inspire community confidence that the sector can run safely, fairly and with integrity. And it unites our staff behind a deeper purpose of helping to protect Victorians from harm.**

Just a few months into full operation, we have already started putting all this into action. The new approach outlined in this strategy is already guiding our actions, decisions and regulatory response.

It is not enough for a licensee to meet the bare minimum of understanding and complying with their gaming licence and legal obligations. That legal licence also confers a social licence, and we expect much more, as does the Victorian community.

We expect industry participants to:

- act with integrity and be honest, trustworthy and transparent
- be accountable and cooperative
- understand their regulatory obligations
- comply with and uphold the spirit, and not just the letter, of the law
- actively prevent and operate free from criminal influence or exploitation.

We also expect industry participants to minimise the harmful impacts of gambling by actively protecting the community.

In this document, we are also setting high standards for ourselves. We are expanding into new areas, such as consumer education, and have aspirational ambitions to becoming a leading regulator in our first three years.

I look forward to sharing our annual plans and progress towards this strategy, and of course our impact.

**Fran Thorn**

Chairperson



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and Casino Control  
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